

BSB51415 Diploma of Project Management



Human Resource Management

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Version control & document history

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18 October 2018	Version 1.01 Change to Practical Assessment	1.01

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ASSESSMENT WORKBOOK COVERSHEET

WORKBOOK:	Workbook 3
TITLE:	Human Resource Management
FIRST AND SURNAME:	Zac Markwell
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Please read the Candidate Declaration below and if you agree to the terms of the declaration sign and date in the space provided.

By submitting this work, I declare that:

- I have been advised of the assessment requirements, have been made aware of my rights and responsibilities as an assessment candidate, and choose to be assessed at this time.
- I am aware that there is a limit to the number of submissions that I can make for each assessment and I am submitting all documents required to complete this Assessment Workbook.
- I have organised and named the files I am submitting according to the instructions provided and I am aware that my assessor will not assess work that cannot be clearly identified and may request the work be resubmitted according to the correct process.
- This work is my own and contains no material written by another person except where due reference is made. I am aware that a false declaration may lead to the withdrawal of a qualification or statement of attainment.
- I am aware that there is a policy of checking the validity of qualifications that I submit as evidence as well as the qualifications/evidence of parties who verify my performance or observable skills. I give my consent to contact these parties for verification purposes.

Name : Zac Markwell

Signature:

Date:



WRITTEN QUESTIONS

1. Consider the following methods or processes involved in Human Resource Management (HRM). In your own words, briefly discuss each.

Do not exceed fifty (50) words for each discussion.

HRM Methods	Discussion
Develop human resource plan	Identify and document project specific skills required to manage a successful project. Therefore allowing the delegation of human resources to suits specific skill that are required.
Acquire project team	The processes of confirming project specific roles, limited by availability of skills with-in the arranged group or sometimes contracted out to other parties.
Develop project team	A stage of incorporating all project managing members and highlight roles with in group. Establishing communication paths and discussing project specific information and requirements. Could also involve up-skilling and training of members to enhance project performance.

Manage project team	Overseeing delegated project roles, ensuring milestones are being reached and project requirements are met. This also allows for internal project problems to be highlighted and resolved.
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2. The following are strategies for managing human resources. Match each strategy to its correct description.

Write the letters that correspond to your answers in the spaces provided.

	Strategy HR management	Description
B	Conflict resolution	a. A strategy involving projecting labour needs and the effects they'll have on an organisation, or a project.
A	HRM forecasts	b. A strategy employed for two or more parties to find a peaceful solution to a disagreement among them.
D	Learning and development strategies	c. The process of attracting individuals on a timely basis, in sufficient numbers and with appropriate qualifications, to apply for jobs with an organization.
E	Performance monitoring	d. An organisational strategy that articulates the workforce capabilities, skills or competencies required to ensure a sustainable, successful project and that sets out the means of developing these capabilities to underpin performance effectiveness.
C	Personnel recruitment	e. A strategy involving assessing progress towards meeting performance and project objectives; sharing feedback on progress relative to the project goals.

Part 2 – Manage Project Procurement

1. Consider the following procedures involved in project procurement. Match each procedure to its correct description.

Write the letters that correspond to your answers in the spaces provided.

	General feature	Description
<i>C</i>	Plan procurements	a. It is the process of completing each project procurement. It also involves administrative activities such as finalising open claims, updating records to reflect final results and archiving such information for future use.
<i>B</i>	Conduct procurements	b. It is the process of obtaining seller responses, selecting a seller, and awarding a contract. In this process, the team will receive bids or proposals and will apply previously defined selection criteria to select one or more sellers who are qualified to perform the work and acceptable as a seller.
<i>D</i>	Administer procurements	c. This is the process of documenting project purchasing decisions, specifying the approach, and identifying potential sellers. It defines those project needs which can be best be, or must be, met by acquiring products, services, or results outside the project organisation, against those project needs which can be accomplished by the project team.
<i>A</i>	Close procurements	d. This is the process of managing procurement relationships, monitoring contract performance, and making changes and corrections as needed.

2. The following are general features of a procurement management plan. Match each feature to its correct description.

Write the letters that correspond to your answers in the spaces provided.

2. The following are general features of a procurement management plan. Match each feature to its correct description.

Write the letters that correspond to your answers in the spaces provided.

	General feature	Description
D	Contract management process	a. This includes details of procurement (both contractors and purchases) needed for the project; as well as the selection criteria needed for each resource (this may be provided in the appendices if substantial).
A	Resources to be procured	b. These include details of the communication arrangements of procurement to stakeholders; as well as the responsibilities for staff and team members when dealing with contractors.
B	Responsibilities to contractors	c. Discusses the procedures for probity and project governance constraints of the procurement for this project.
C	Probity and project governance constraints	d. This includes information of the procurement process, from the identification of the need for procurement through to the procurement process itself and how successful contractors are selected.

3. List at least five (5) criteria that can be used to select vendors or suppliers.

- | |
|---|
| <ul style="list-style-type: none">a. Qualificationsb. Exclusionsc. Availabilityd. Background checkse. Price |
| |

5. Consider the structure of a contract. The following are sections that should be included in both the preamble and the schedules of any part of the contract.

Write **P** if the section is to be included in preamble of the contract and write **S** if the section is to be included in the schedules of the contract. Write your answers in the spaces provided.

P	a. Governing law and jurisdiction
S	b. Agreed schedule.
S	c. Agreed payments.
P	d. Insurance
S	e. Agreed HR requirements (actual people, qualifications, etc.).
S	f. Any allowed subcontracting arrangements.
P	g. Confidentiality
P	h. Intellectual property
S	i. Agreed quality standards.
P	j. Restraint
P	k. Conflict of interest
P	l. Subcontracting
S	m. Reporting and meeting requirements.
P	n. Variation
P	o. Warrantee
S	p. Any risk management activities the contractor is responsible for.
P	q. Termination

S	r. Description of work.
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6. The following are general conditions of the contract. Match each condition to its correct description.

Write the letters that correspond to your answers in the spaces provided.

	General conditions	Description
C	Variation	a. Covers the copyright ownership of any written or artistic materials produced during the course of the project. In nearly all instances, ownership of copyright is given to our organisation, but this must be specified in the contract.
A	Intellectual property	b. Covers the closure of the project. It also contains what happens if the contract is ended before the deliverables have been produced.
D	Restraint	c. This refers to the change management process. The contract should stipulate that all contract changes go through the formal change management process.
D	Conflict of interest	d. There may be a clause preventing the contractor engaging in related activities for a set period of time following the end of the project. This is not as common for contractors as it is for employees.
F	Warranty	e. This prevents the contractor from performing activities that may damage the interests of your organisation.
B	Termination	f. Statement indicating the contractor will perform the services with reasonable care and skill, and that the intellectual property rights of any third party are not infringed. There may also be a warranty period listed for a product post-delivery.

9. Consider the probity and project governance constraints that relate to project procurement in a project provided below.
- In your own words, briefly discuss how each constraint relates to project procurement. Do not exceed fifty (50) words for each discussion.
 - For each constraint, include at least one (1) specific example or situation in your current industry or an industry you would most likely work in.

Probity and project governance constraint	Discussion	Provide at least one (1) industry-specific example or situation
Ethical behaviours	When establishing a project team, roles have to be evaluated and delegated. When accessing appropriate tasks and responsibility privacy laws must be abided and choice of contractors or team members must not be favoured or bias. This decisions must be delivered with the best intention for a successful project and not maintaining relationships.	A principal contractor has won the tender for multiple hospital upgrades and has a reputable plumbing company they have used on two of there projects. They have to show good ethical behaviour by opening tenders to other companies to give them the option for quoting the upcoming projects.
Limits of authority	A project manager should be aware of all items of a contract and has management control over project specific items, however when come to accepting and distinguishing initial contract this is a roll for the managing director	A project manager is asked for advice on how to approach a project by a managing director, they are able to extend their professional opinion but are unable to execute any decisions that will effect the contract or sign off on a imitating contract.

Part 3 – Manage Project Stakeholder Engagement

1. Consider the different project stakeholders listed below. In your own words, discuss each project stakeholder in terms of the following:
 - a. The project stakeholder's interest in the project
 - b. The project stakeholder's expectations of the project
 - c. What is expected of the project stakeholder

Complete the table below.

Stakeholder	The project stakeholder's interest in the project	The project stakeholder's expectations of the project	What is expected of the project stakeholder
Project sponsor	project funding	to obtain a final product with in set timeline	to support project progress with funding.
Project manager	responsible on deliverables of the project	project communication with steak holders and overseeing/delegating progress to contractors and suppliers.	that project is efficiently completed on time and in budget
Project team member(s)	responsible for monitoring and completing set tasks	That the completed tasks are acceptable by the project manager standards.	to deliver a required standard of work.
Contractors	delivering a project service	service directed by the project manager	to deliver services to a required standard
Suppliers	to provide good and service	deliverable are supported by project manager	to deliver services to a required standard

3. Consider the different methods, tools, and techniques used in stakeholder engagement provided below. Match each to its correct description.

Write the letters that correspond to your answers in the spaces provided.

	Methods, tools, and techniques	Description
<i>B</i>	Stakeholder analysis	a. To ensure comprehensive identification and listing of stakeholders, judgement should be sought from groups or individuals with specialized training or knowledge on the subject area such as senior management, SMEs, and others.
<i>A</i>	Expert judgement	b. This is a method of systematically gathering and examining quantitative and qualitative information to determine whose interests should be taken into account throughout the project. It identifies the interest, expectations, and influence of the stakeholders and relates them to the purpose of the project.
<i>D</i>	Interpersonal skills	c. These involve the act of directing and controlling a group of people for the purpose of coordinating and harmonizing the group towards accomplishing project objectives.
<i>E</i>	Communication methods	d. These include skills in building trust, resolving conflict, active listening, and overcoming resistance to change to manage stakeholder expectations.
<i>C</i>	Management skills	e. These involve the act of sharing information among project stakeholders and they can be broadly be classified into interactive, push, and pull.

4. List four (4) management skills that can be utilised in stakeholder engagement.

- | | |
|----|---------------------|
| a. | Presentation Skills |
| b. | Negotiating |
| c. | Writing skills |
| d. | Public speaking |

5. List four (4) common problems relating to project management that lead to variances in stakeholder engagement.

- | | |
|---|--|
| <ul style="list-style-type: none"> a. Incorrect or misleading content b. Missing reports c. Stakeholders complains d. Untimely distribution | |
| | |

6. The following are key components of stakeholder engagement. Match each key component to its correct description.

Write the letters that correspond to your answers in the spaces provided.

Write the letters that correspond to your answers in the spaces provided.

	Key Component	Description
G	Stakeholder Identification and Analysis	a. Plan out each consultative mechanisms, consult inclusively, document the process, and communicate follow-up.

7. Which of the following are key principles of stakeholder engagement?

Select all that apply.

x	a. Relationship: Try to engender trust with the stakeholders. Seek out networking opportunity.
x	b. Remember, they are human: Operate with an awareness of human feelings.
x	c. Take responsibility: Project governance is the key of project success. It's always the responsibility of everyone to maintain an ongoing dialogue with stakeholders.
	d. Celebrate success: Ensure that all other project stakeholders are aware of your accomplishments.
x	e. Consult, early and often: Always ask the right questions to get the useful information and ideas. To engage their support ask them for advice and listen how they feel.
x	f. Understand what success is: Explore the value of the project to the stakeholder.
x	g. Communicate: Before we are aiming to engage and influence stakeholders, it's crucial to first seek to understand. To ensure intended message is understood and the desired response achieved.
x	h. Simple but not easy: Show your care. Be empathetic. Listen to the stakeholders.
	i. Quantity over quality: The more project stakeholders involved in the project the more chances of ensuring the project's success.
x	j. Plan it: Time investment and careful planning against it, has a significant payoff.

Part 4 – Manage Personal Work Priorities and Professional Development

1. Discuss the principles and techniques involved in the management of organisation by completing the table below.

Further guidance is provided in the table.

Aspects in management of organisation.	Provide a brief description of the principles behind this aspect:	Provide at least (1) technique you would use to manage this aspect in your own workplace:
Performance measurement	The collection and collating of information that reflects individuals or groups performance.	Set task given to individuals and assess the timeframe and quality of works completed.
Personal behaviour	Types of behavioural responses that reflect positive and progressive motive towards the project.	Not responding negatively when problems arise and approach a resolution with a calm attitude.
Self-awareness	Understanding on a personal level efficiency and mental well-being.	Reflection of the day and your responses to situations.
Identification of your own personality traits	Different personal traits that can be summarised or identified into certain characters.	Reflect on personal approach and feelings to a situation and identify key points and reactions.
Identification of the personality traits of your team member	Taking note of co-workers responses to situation during work and cross reference with Myers-Briggs indicator test.	Reflect on individuals approach to tasks and situations and identify key points.
Setting your own goals	Something to achieve or aim to obtain in the future.	itemised task planning

3. Consider the different learning types provided below. In your own words, discuss each learning style and provide at least one (1) specific strategy or approach appropriate for accommodating each learning style.

Do not exceed fifty (50) words for each discussion.

Learning style	Discussion (Do not exceed fifty (50) words for each discussion)	Approach / strategy (Provide at least (1) for each learning style)
Visual	A learning type that is the process of witnessing the process to complete tasks. Key points of the process are recognisable and there fore understood into a set regiment process.	Demonstrating the process involved and required to reach a completed task. Highlighting milestones achievement which combined result in a complete item or task.
Kinaesthetic/Tactile	A process where repeatable and physical achievement is the key to absorbing information. Having a hands on approach, touching a feeling is the stimulus that generates a motive to learn	Incorporating a person under the guidance of a mentor, whilst being instructed to physically complete steps to reach a end goal.
Auditory	Where information is absorbed by reading and listening. It is taking a personal approach to the intake of information.	Presentation of information with visual affects and bulleted items to grasp attention to stimulate visual recognition.

2. Which of the following are strategies that directly support team cohesion, participation, and performance?

Select all that apply.

2. Which of the following are strategies that directly support team cohesion, participation, and performance?

Select all that apply.

	a) Risk analysis
x	b) Coaching
x	c) Performance reviews
x	d) Mentoring
x	e) Communicating each team member's roles and responsibilities
x	f) Team building
	g) Record keeping
x	h) Modelling desired behaviour and practices
	i) Micromanaging team members
x	j) Consultative mechanisms with team members

3. Discuss at least three (3) strategies you would utilise to gain consensus in a team. Do not exceed fifty (50) words for each strategy.

- Observe silence with in the group, allow members to think about issues and calculate there opinion. If resulting in complete silence reschedule the group meeting.
- Encourage a member to verbalise their concern with in the group, present the issue with a example, this will allow fellow members to gain a understanding of the situation.
- Verbalise a proposed resolution to the group, ask around the table for a mutual for or against decision and seek out the majority vote of the team.

CASE STUDY

Instructions to Student

These case studies are hypothetical situations which will not require you to have access to a workplace, although your past and present workplace experiences may help with the responses you provide. You will be expected to encounter similar situations to these in future as you work in a project team environment.

In the real world you are likely to encounter the situation where you enter a project, taking over from another project manager. The documentation that is handed over to you is not necessarily up to scratch, and there could be serious issues with the project. This assessment captures that real life scenario.

The case studies are the first part of dealing with “multiple complex projects” required in all the units of this subject. The other assessment covering this requirement is the practical assessment. When you have completed the case studies you will be able to commence the practical assessment which covers the generic skills needed to function as an effective project team member. This assessment on the other hand covers the application of the underpinning knowledge and background theory.

You have been called back as an independent consultant in the Awesome Landscapes project which you have worked on in the previous workbooks.

Note: For the purpose of this assessment, today is 12 December 20xx, where 20xx refers to the current year. Awesome Landscapes is based in your own home / state territory.

There have been substantial changes to the project. It has come almost to a standstill when Massive Eco-Development went into administration on 19 November causing all work on site to stop. No one saw this coming. The administrators ordered work to stop on the project, but three weeks later, they have advised you that a buyer has purchased all of Massive Eco-Development's assets, including this project.

The buyer is the Cascade Peak Hotel, currently the largest and most successful accommodation provider within the town. They have seen the opportunity to expand their business and as a result have hired the project manager and project director of Massive Eco-development Corporation on temporary contracts to see out the rest of the project. Cascade Peak Hotel will have sole ownership of the resort, so the proposed marketing project will no longer go ahead.

You have just met with the senior management of Cascade Peak Hotel and have negotiated to get the project back on track. They have agreed to pay Awesome Landscapes an extra \$100,000.00 to compensate for lost time and have agreed to fully support you. However, there are two issues at hand:

1. Cascade Peak Hotel has asked J.P Digging (one of the contractors) be removed from the project. They have worked with this contractor before and had bad experiences with them. You have found they have been a lot of hard work but otherwise meeting the schedule until the takeover. When the contractor found out that Cascade Peak Hotel has taken over the ownership, they asked if they could terminate their contract. Cascade Peak Hotel agrees. You will need to find a new contractor.
2. Through the uncertainty with the project being stopped, you have lost two landscapers. They have both handed in their resignation, left the area and taken jobs interstate where employment opportunities are admittedly a lot better.

To reflect these changes, the project documentation has been updated and signed off a week ago on 7 December 20xx. Sam Ng has warned you though that a lot of the issues have not been thought through and he has therefore brought you in as a consultant to help get the project back on track when construction recommences on 7 January. There is a lot of work to be done between now and then.

Sam has provided you with the updated project documentation via the following links:

Project Charter version 3 (.pdf)

Project Plan version 3 (.pdf)

Project Gantt Chart version 3 (.mpp)

[Project Gantt Chart version 3 \(.pdf\)](#)

Project Network Diagram version 3 (.pdf)

(Username: cstclearner Password: CstcPty@123)

Note: These documents were generated in year 2016. For the purpose of this assessment, refer to ‘2016’ as the current year and ‘2017’ as the succeeding year.

1. Awesome Landscapes uses the following template to advertise for new positions. Write the content in the template to create an advertisement for the vacant positions.

Guidance:

- a. All applications for people applying for roles within this project must e-mail their applications to sam.n@awesomelandscapes.com.au.
- b. Although these positions are specifically required for this project, the employment of these landscapers will need to be ongoing.
- c. Landscapers working for Awesome Landscapes are paid \$18.00 per hour plus leave and superannuation entitlements as required by legislation.
- d. They will be formally reporting to the project manager even though their day-to-day duties will come from the site supervisor.

Job Advertisement Template

Job Title	Experienced Landscaper
Job Location	Cascade Peaks
Introduction to organisation	Awesome Landscapes is the Premier landscaping organisation in the Cascade Peak area, with having completed the landscaping work for most large projects in the area in recent years.
Who the position reports to	Project Manager
Description of the job role and purpose	General Lanscaping duties from replanting, turf laying, retaining wall construction, site drainage installation and road construction.
Selection criteria	Construction/Labourer
Salary and superannuation details	\$18 per hour plus leave and superannuation entitlements.

1.5 Probationary employment

- ## 1.6 Permanent employment

1.7 Duties and responsibilities

1.8 Company policies

- ### 1.9 Inconsistency with industrial laws

2 REMUNERATION

The company will pay you an annual remuneration package that comprises:

- Your remuneration package includes payment for all amounts of overtime, allowances, penalties and loadings to which you may become entitled under industrial laws.

The company will pay base salary and allowances into your nominated bank account(s) fortnightly 2 weeks in arrears.

The company will reimburse you in accordance with company policy for expenses you properly incur in the course of your employment.

If you owe money to the company, forfeit the right to monies already paid or you are paid more than you are entitled to be paid, the company may withhold (to the extent permissible by industrial laws) the amount forfeited, or the amount of the debt or overpayment, from any amounts otherwise payable to you, including salary or reimbursement of expenses.

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5.1 Entitlement

You will be entitled to paid and unpaid leave in accordance with the Fair Work Act 2009 (Cth). A summary of these entitlements is set out below. You will also be entitled to paid public holidays under the Fair Work Act and Long Service Leave under the applicable legislation in your State or territory.

5.2 Annual leave

You will be entitled to 4 weeks' paid annual leave per year of service with the company. Annual leave accrues on a pro rata basis and is cumulative. Annual leave is to be taken at times agreed with the company. The company will not unreasonably refuse to authorise the taking of annual leave by you.

The Company may require you to take a period of paid annual leave if reasonable. A requirement will be reasonable if you have accrued excessive annual leave or the Company's business is being shut down for a period.

Upon the termination of your employment you will be entitled to payment in lieu of any untaken annual leave.

5.3 Personal/Carer's leave

You will be entitled to paid personal/carer's leave of 10 days per annum which may be taken as:

- (a) sick leave for absences due to personal illness or injury; or
- (b) carer's leave to provide care or support to a member of your immediate family or household who requires support because of an illness or injury or because of an unexpected emergency.

Personal/carer's leave accrues on a pro-rata basis and is cumulative. The company may require you to provide a medical certificate from a registered health practitioner or a statutory declaration evidencing the reason for that personal/carer's leave.

You will be entitled to unpaid carer's leave of up to 2 days on each occasion when a member of your immediate family or household requires support because of an illness or injury or because of an unexpected emergency. This entitlement only applies if you are not entitled to paid personal/carer's leave.

5.4 Compassionate leave

(a) for the purpose of spending time with a member of your immediate family or household who has contracted an illness or sustained an injury that poses a serious threat to that person's life; or

(b) after the death of a member of your immediate family or household.

5.5 Parental leave

(a) unpaid special maternity leave if you:

- (i) are pregnant and have a pregnancy related illness; or
- (ii) have been pregnant and the pregnancy ended within 28 weeks of the expected date of birth other than by the birth of a living child;

unpaid maternity leave in respect of the birth or expected birth of a child yours.

You will be entitled to paternity leave after 12 months' continuous service as follows:

- (a) unpaid short paternity leave of up to one week commencing on the day your spouse begins to give birth;
- (b) unpaid paternity leave after your spouse has given birth to a living child so that you can be the child's primary care-giver.

The maximum period of paternity leave (including short paternity leave and long paternity leave) is 52 weeks, less any period of related authorised leave taken by you or your spouse. The company may require you to provide a medical

You will, both during your employment and for so long as the confidential information remains confidential after the termination of your employment (unless it ceases to be confidential due to your breach of this clause):

- (a) not at any time, either directly or indirectly, disclose or communicate to any person any confidential information that may come to your knowledge during or in the course of the employment, unless expressly authorised by the company or required by law or court order;
- (b) use your best endeavours to prevent disclosure or publication of the confidential information where that disclosure or publication is not authorised by the company;
- (c) if required by law or court order to disclose any confidential information, advise the company of that fact and take all lawful steps to confine disclosure of the confidential information and preserve its confidentiality, including taking steps to allow the company or its agents to do so;
- (d) not use or attempt to use confidential information for your own purposes or for any purposes other than for the purposes of the company or in any manner which may injure or cause loss directly or indirectly to the company and/or its business; and
- (e) acknowledge and agree that, without prejudice to any other remedy that the company may have, the company will be entitled to injunctive and other equitable relief to prevent or cure any breach or threatened breach of this clause.

7 RESTRAINT

7.1 Restraint

You will not during the **restraint period** in the **restraint area**, by any means whatsoever directly or indirectly:

- (a) attempt in any manner to persuade a **client** to cease dealing with or to reduce the dealings which that client has customarily had or contemplated having with the company;
- (b) attempt in any manner to persuade a **supplier** to cease dealing with or to reduce the dealings that the supplier has customarily had or contemplated having with the company;
- (c) attempt in any manner to persuade any employee or contractor of the company with whose skills and abilities you have become familiar in the

(a) The laws applicable in **[insert applicable State or Territory]** govern your employment and this agreement.

(b) The parties submit to the non-exclusive jurisdiction of the courts of **[insert applicable State or Territory]** and any courts competent to hear appeals from those courts.

12 DEFINITIONS

In this agreement:

client means any person who is or was a client of the company with whom in the course of the last 12 months of your employment you have dealings;

company means [insert name of employer];

company policies means the policies of the company relating to your employment;

confidential information includes information about the following matters that is confidential to the company:

(a) any client;

(b) the number, nature or mix of products or services provided by the company;

(c) any person who the company or you have approached or canvassed during the employment as a potential client, including their names, addresses, requirements and preferences concerning the products or services produced or that may reasonably be provided by or through the company;

(d) marketing or business plans or strategies;

(e) techniques, procedures or methods devised by the company or required to be used in the operation of its business, including the training of its personnel;

industrial laws means any applicable industrial award, enterprise agreement or industrial legislation;

inventions means all inventions, discoveries and novel designs;

restraint period means the following period commencing immediately after termination of your employment:

(a) 12 months, or if that is unreasonable

- restraint area** means the following geographical region:

- supplier** means any person who supplies services to the company with whom in the course of the last 12 months of your employment both the company and you have dealings;

works means all works and other subject matter in which copyright exists.

Date:.....

SIGNED for and on behalf of

[Sam NG) by

.....

[Zac Markwell]

I acknowledge and declare that I have read and fully understand the terms and conditions contained in this agreement and accept that I will observe them fully during my employment:

.....

Signature of employee

.....

[insert employee name]

Date:.....

.....

Signature of witness

.....

[insert witness name]

I have reviewed the notes taken from interviewers of the candidates of the landscapers roll.

My first two choice will be Kamil Prasad is experience perfect aligns with the roll however due to he is not available to mid April he is a contact for the future.

The two candidates that have stood out the most would be either Karren Pearce with her horticulture back ground and willingness to be outdoors would be a well invested employee. However Aaron Barben would me my first point of contact for this roll, being local, industry knowledge and good local reference makes a suitable candidate.

The remaining applicants have excellent qualifications that are well suited for landscaping but however not the available rolls. Their experience is more knowledge based and will struggle with the adjustment to the physical side of the roll. Jack Cameron is one that is not suited at all for the roll .

- Review the Project Plan. List the deliveries Earthmoving Logistics need to make as part of their contract.

Guidance:

- List the deliveries in the correct order (earliest date(s) to latest date(s)).
- For each delivery, indicate the date(s) and the item(s) to be delivered on those dates.

Date	Deliveries
7/27/16	Supply/ deliver equipment for vegetation removal
8/3/16	Supply/deliver all vehicles and equipment for access road construction
8/9/16	Deliver road gravel

8/27/16	Delivery of granite boulders
---------	------------------------------

6. Write a report outlining the training needs of the candidate as part of their induction into the project.

Your report must be of 200 – 300 words in length.

Hi Kim,

I have selected two replacement candidates of Dave Furphy and John Zuche on the Cascade Peaks project. I have reviewed the detailed resource allocation and have aligned rolls to meet the project requirements. Susan Willis is a very versatile and would continue with her tasks of maintain the green houses plants general landscaping, I would be putting her in a team leader roll due to her experience. I would be placing Aaron Barben in Dave Furphy shoes and keep him working co-inside with Susan in maintaining the green house and general maintenance of the site under her guidance. Karren Pearce has experience with earthmoving equipment and would be a direct replacement with John Zuche as she can work co-inside with earthmoving and landscaping rolls.

10. Consider how you will communicate the updated resource allocation.

- a. List three (3) documentation in the Project Plan that needs to be updated?

Guidance: Consider the documentation you have already updated, and all other templates that required changes to employee landscaper names.

- b. To whom does this information need to be communicated to?
c. How will this information be communicated to each stakeholder?

a. Organisation Chart, Gantt chart, Detailed resource allocation

b. Andrew Lowe, Kelly Pallock, Sam NG, Kim Nguyen and Susan Willis

c. Through a revised project plan via a Change request

- Examine the work done to date as per the project plan and provide a short recommendation regarding how much should be paid to J.P. Digging.

As off the project plan the last JP Digging stage was the Excavation of the incoming utilities which was due for completion on the November 21st. All works was stoped on November 19th, the last documented task completed by JP digging was the clean around surface infrastructure which was due to be completed on November 18. All payment to tasks 30 should be payed to JP digging with no progress payment due to they are no longer working on site.

- Select all that apply.

	a. Contract variation
	b. Post implementation review
x	c. Audit
x	d. Archiving of contract

x	e. Project closure report
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13. Document the lessons learnt regarding the loose ends left by the old contractor. Complete the Lessons Learnt template below.

Guidance: The date must be in the range of mid to late December.

Project Name: Cascade Peaks										
Prepared by: Zac Markwell										
Date: 12-18-2016										
Lesson Learned Number: 1245225644										
Lesson Learned Proposed Name: Back fill process										
Project Team Role: Backfilling of trenches to 100 map										
Process Group:*		Initiating		Planning	X	Executing		Controlling		Closing
Specific Project Management Process Being Used: Coaching and Mentoring										
Specific Practice, Tool or Technique Being Used: Mentoring										
What was the action undertaken? Process was explained with reasoning why this process needs to be followed, afterwards demonstrated										
What was the result? Satisfied soil compaction result										

15. Develop a Procurement Management Plan to ensure clarity and understanding between stakeholders and achievement of project objectives. Complete the Procurement Management Plan template below.

Guidance:

- a. You will find much of this information in the communication and procurement plans of the Project Plan.
- b. Evaluate these plans and recommend improvements to ensure clarity and understanding between stakeholders and the achievement of the project objectives.

Procurement Management Plan				
Project Name	Cascade Peak Chalets Landscaping Project			
Prepared by	Zac Markwell			
Date	18-12-2016			
Identify types of contracts being used:	N/A			
Independent estimates required?	Yes	Na	No	Na
	If yes, who will prepare?			
	By when?			
Actions that Project Management Team can take independent of Procurement Department: All procure is completed my the project management team				
Source of standardized procurement documents, if needed: Contract and tender proposal document				
How will multiple providers be managed? Andrew Lowe to manage contractor on site with incorporating project team members				
How will you coordinate Procurement with the following aspects of the project?				

Scheduling	site manager to provide job specific information in form of a meeting or daily tasks to project manager. Which will reflect works in which payment is required for.
Performance reporting	Information witnessed or observed by site manager and presented to project manager via verbal or email.
Human Resources	All team members are competent and licensed to use equipment or plant that is project specific.
Other(s)	All sub contractors to provide equipment test and maintenance documents relative to the project.

16. You have received these [Responses](#) (Username: *cstclearner* Password: *CstcPty@123*) from three (3) potential contractors.

All three (3) have filled in the tender application form. This includes addressing the selection criteria, highlighting the qualifications and capabilities of their staff, highlighting their available timeframes, and conflict of interest declarations.

One of the responses includes a declaration of a conflict of interest. Sam has advised he will need to seek senior management approval to deem whether the contractor will be allowed to work in the project.

He has asked you to develop a plan outlining how the conflict of interest can be managed. In this light, write your recommended management plan to deal with this conflict of interest.

Your plan must be of 150 – 200 words in length.

Awesome landscapes would have to manage this with constant safety and quality work inspection and review. Delegate a experience landscaper to oversee ADF work to inspect and maintain Awesome Landscapes best interest, followed up with a monthly review.

- In selecting a preferred contractor, take into consideration whether the contractor's fit the set criteria. You must also consider the work health and safety (WHS) requirements of the project.

The excavation of underground service and long term work with the local Cascade shire present that their approach to earthmoving is conducted with a safe manner and recognised by the local council. This contractor is well rounded and versatile with no conflicts of interest and has my recommendation for representing Awesome landscapes on the Cascade Peaks lodge project.

(a) the money payable under this agreement; and

(b) the **GST amount**.

Throughout the period of the contractor's engagement under this agreement, the contractor must:

- ## 6. WARRANTIES AND INDEMNITY

The contractor warrants that:

- ## 6.2. Indemnities

The contractor indemnifies the company against all actions, proceedings, suits, claims and demands made against it in connection with:

- (a) the provision of services under this agreement;
- (b) any breach of the contractor of any of the warranties made in paragraph 6.1; or
- (c) any of the warranties made in paragraph 6.1 not being complete, true or correct.

and against all liabilities, losses, damages, costs and expenses (including full legal expenses) suffered by the company as a consequence.

7.4. Exceptions to confidentiality

The contractor may reveal confidential information that:

- (a) it is required by law to disclose, in which case it must immediately notify the company of the requirement and must take lawful steps and permit the company to oppose or restrict the disclosure to preserve, as far as possible, the confidentiality of the confidential information; or
- (b) is in or enters the public domain for reasons other than a breach of this agreement by the contractor.

7.5. Survival of obligation of confidentiality

The obligation under paragraph 7.3 will survive the termination of this agreement.

8. RESTRAINT

8.1. Obligation

In order to protect the company's goodwill and confidential information, the contractor will not during any **restraint period** in any **restraint area** by any means whatsoever directly or indirectly:

- (a) attempt in any manner to persuade a **client** to cease dealing with or to reduce the dealings which that client has customarily had or contemplated having with the company;
- (b) attempt in any manner to persuade any employee or contractor of the company with whose skills and abilities the consultant has become familiar in the course of the contractor's engagement under this agreement to cease providing services to the company and/or to provide services to the contractor or another person; or
- (c) use or attempt to use confidential information for any purpose other than for the purposes of the company or in any manner that may injure or cause loss to the company.

8.2. Operation of restraint

Each covenant contained in paragraph 8.1 resulting from each restraint period and each restraint area constitutes and is to be construed and will have effect as a separate, distinct, severable and independent provision from each other covenant (but cumulative in overall effect) and paragraph 10.2 will apply.

8.3. Acknowledgment

The contractor acknowledges and agrees that, without prejudice to any other remedy the company may have, the company will be entitled to injunctive and other equitable relief to prevent or cure any breach or threatened breach of paragraph 8.

9. TERMINATION WITHOUT NOTICE

9.1. Events of termination

If at any time during the contractor's engagement by the company the contract:

- (a) commits any act involving fraud, deceit or dishonesty (whether in relation to the company or otherwise);
- (b) becomes bankrupt or commits any act of bankruptcy;
- (c) is convicted of any criminal offence carrying a maximum penalty of not less than 12 months' imprisonment;
- (d) dies;
- (e) persistently neglects the affairs or business of the company;
- (f) refuses or fails to comply with any lawful request, made by any person authorised by the company;
- (g) engages in misconduct; or
- (h) is unable to properly perform the essential elements of the Services whether as a result of illness, accident or otherwise;

then the company will have the right to terminate this agreement immediately, without prejudice to any other claim, right or remedy which the company may have against the contractor.

9.2. Deliver up

Immediately upon the termination of this agreement the contractor must deliver to the company:

- (a) all documents and other things which relate to the business or affairs of the company or otherwise recording confidential information; and
- (b) all things belonging to the company or in respect of which the company has rights of ownership, including computer equipment, mobile phones and other communication equipment, keys, security cards, cab charge cards and vouchers.

- (c) any other information of the company relating to its services and products (offered or to be offered), research, development, marketing, pricing, clients and prospective clients, business methods, strategies, financial conditions, personnel, plans, policies or prospects;
- (d) any information relating to technical knowledge that the company may possess relating to projects and tenders undertaken by the company, including its strategies and pricing considerations;
- (e) any information relating to the business affairs of the company; and
- (f) any confidential information of any client of the company or third party obtained by the company on a confidential basis;

contractor means GoDig Contracting 234567567

GST means any form of goods and services, value added, consumption, purchase, retail of similar tax calculated by reference to the price or value of a supply;

GST law means any law which imposes, levies, implements or varies a GST;

input tax credit has the meaning given to it under GST law;

restraint period means each of the following periods commencing upon the commencement of the contractor's engagement and ending upon the expiry of each of the following periods after termination of the agreement:

(b) 6 months;

restraint area means:

(b) [Student's own state/territory];

services means the services described in the Annexure;

supply means anything supplied, provided or performed for the purposes of this agreement which is taxable under GST law;

tax invoice means a tax invoice in the form and containing the information required under GST law for the purposes of collecting GST and obtaining an input tax credit; and

works means all works and other subject matter in which copyright exists which are created in the course of the contractor's engagement under this agreement.

Would you please signify the agreement of the contractor to the terms of this agreement as set out in this letter by signing and dating both copies and returning them to me.

Yours sincerely,

[insert name and title of authorised signatory on behalf of principal]

Sam NG

For and on behalf of the company

[insert name of employer]

...Awesome Landscapes.....

Signature of contractor

.....

[insert name of contractor]

...Michael Classon.....

Date

SCHEDULES

THE SERVICES

Services means for the purposes of the agreement the performance of work during the term of this agreement in the course of the company carrying on its business, commensurate with the contractor's knowledge and experience, to assist in the delivery of the following services to the company and the clients of the company:-

(a) provide advice to the clients of the company;

Phase 3 – Planting and Landscaping

- Construct channels for stream through resort.
 - Dig channels closely following plan.
 - Ensure no erosion is likely around chalets.
- Install granite boulders in channels.
 - Install boulders to hold channels and allow water to cascade.
- Excavate main channel from stream.
 - Construct channel from start of proposed end of weir across to the top of each channel.
- Concrete channel.
 - Build channel gates.
- Construct weir.
 - Excavate weir pond, moving any excess soil to designated storage area near car park.
 - Build concrete weir.
 - Build gate from weir.
 - Excavate diversion from main stream to weir.
 - No water may enter the channels yet.
- Construct drainage at bottom of channels.
 - Excavate drainage channel from bottom of resort channels back into main stream.
 - Create concrete channel.
- Testing and troubleshooting.
 - Open weir gate allowing water to flow into top channel.
 - Open each gate to allow optimum amount of water into resort streams.
 - Quality test each channel for water flow, leakage and erosion.
 - Troubleshoot and repair any issues.
- Expand car park.
 - Excavate soil in car park.
- Create car park retaining wall.
- Fill retaining wall with excess soil from excavations.
- Move gravel to car park.
- Remove gravel from temporary access roads, starting at the chalets and working back towards the road.
- Relocate gravel to car park.
- Compact gravel ready for sealing.
- Seal car park.
- Organise delivery of bitumen.
- Seal bitumen over gravel.

- by the site supervisor.

21. Sam has approached you to get your advice regarding getting the project back on track and minimise further impact of the issues identified to the project.
- List five (5) actions that must be done to minimise the impact of the issues.

List five (5) actions that must be done to minimise the impact of the issues.

- a. Team meeting to introduce new member
- b. monthly performance reviews on contractors
- c. encourage more meeting with the project steering committee
- d. ensure site documentation is completed in a prioritised fashion
- e. Review all previous contracts to develop new and concise contract format

22. You have visited Sam and you noticed morale in the office seems to be very low at the moment.
- He has asked you to provide him with an independent solution to the problem.
- Describe the causes of the poor morale.
 - Provide advice to Sam regarding potential solutions to raise morale.
 - How should the conflict be resolved?

He has asked you to provide him with an independent solution to the problem.

- Describe the causes of the poor morale.
- Provide advice to Sam regarding potential solutions to raise morale.
- How should the conflict be resolved?

- a. The stress related to the short term foreclosure of the Cascade peaks project with the associated cancelation of contracts and the initiation of new contract with conflict of interest.

- b. Regroup with the all associated team members highlight roles and tasks, whilst encouraging new relationships between employees and contractors.

23. Sam has mentioned to you that Andrew (the site manager) is having performance issues. Particularly, he has been having issues with his computer literacy, sending e-mail and using the Internet.

Sam is sending Andrew to Melbourne for some professional development at a landscape horticulture conference in three weeks' time, but he has asked you research a one- to two-day course that the site manager can attend to update his computer skills.

Research the computing courses available in Melbourne (preferably in or near the Central Business District) that he can attend.

- a. Provide a specific link to the site page containing all the details of the one- to two- day computer course(s); and
- b. Attach a screenshot of the site page containing all the details of the one- to two- day computer course(s)

Link to site page	https://pdtraining.com.au/courses/email-etiquette-training-course
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Screenshot of the site page



